TOURISM
THE PROFESSIONAL CHALLENGE
A Framework for Action

BRITISH COLUMBIA ■ 1992

RESEARCH AND DEVELOPMENT WAS PROVIDED BY THE PROJECT CONSULTING TEAM:

BARBARA J. MITCHELL
MARILYN MOHAN
ANN POLLOCK
VERONICA TIMMONS
SUE HENDERSON
RENATE HALL

WRITTEN AND PREPARED BY:
BARBARA J. MITCHELL

A Framework for Action

92-06622/

About the Framework

THIS DOCUMENT OUTLINES a framework for action and a potential collective direction for the many initiatives now underway to enhance the professionalism of British Columbia's tourism workforce. It's focus is human resources - people in the tourism industry and their needs.

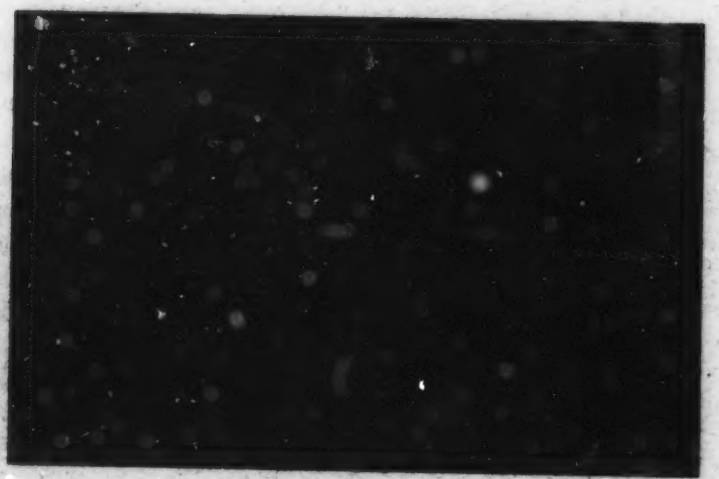
This document is designed as a thought-provoking, working tool for use by groups and individuals interested in the future of tourism in British Columbia ... especially those directly involved in providing programs and services for tourism-related employers and employees, and for the entrepreneurs and employees of the future. It is intended to encourage increased levels of cooperation, and to assist in developing strategies that will upgrade the efficiency in the way tourism education and training dollars are invested.

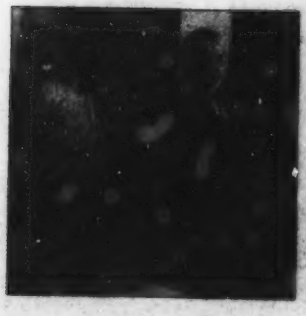
Readers are invited to use the Framework as a springboard for generating ideas and as a reference for future planning.

FOR FURTHER INFORMATION PLEASE CONTACT:

PACIFIC RIM INSTITUTE OF TOURISM

PACIFIC RIM INSTITUTE OF TOURISM
P.O. BOX 12101
SUITE 930 ~ 555 WEST HASTINGS STREET
VANCOUVER, BC, CANADA V6B 4N6
TELEPHONE: (604) 682-8000 FAX: (604) 688-2554





Acknowledgments

TOURISM THE PROFESSIONAL CHALLENGE ~ A *Framework for Action* is a synthesis of the thoughts, ideas and suggestions of many people dedicated to the development of the tourism industry in British Columbia.

Significant contributions came from many sources - employers from each sector of the industry; hospitality employees; industry associations; federal and provincial government administrators; teachers; trainers; and the post-secondary educators who provided the original inspiration for the Framework project. **Those who gave generously of their time and their thoughts are gratefully acknowledged and named in the final pages of this document.**

In a collaborative effort, funding for project development was provided by ***the Ministry of Advanced Education, Training and Technology***, and by ***Employment and Immigration Canada*** through an Industrial Adjustment Service Agreement.

Donations-in-kind were made by ***the Hotel, Restaurant, and Culinary and Bartenders Union (Local 40)***, ***the Ministry of Tourism***, and ***the Pacific Rim Institute of Tourism*** which coordinated and administered the project on behalf of sponsoring agencies.

PROJECT DIRECTION AND GUIDANCE WAS PROVIDED BY THE MEMBERS OF THE FRAMEWORK STEERING COMMITTEE:

~ ***Malcolm Ashford,***	Pacific Rim Institute of Tourism
~ ***Sue Bennett,***	Tourism Educators' Coordinating Committee
~ ***Geoffrey Bird,***	Ministry of Advanced Education, Training & Technology
~ ***John Gow,***	Pacific Rim Institute of Tourism
~ ***Velma Haslin,***	Ministry of Education and Ministry Responsible for Multiculturalism and Human Rights
~ ***Kevin Hillstrom,***	Hotel, Restaurant & Culinary & Bartenders Union (Local 40)
~ ***Terry Hood,***	Pacific Rim Institute of Tourism
~ ***Richard Lemon,***	Ministry of Tourism and Ministry Responsible for Culture
~ ***Rodd McCormick,***	Ministry of Tourism and Ministry Responsible for Culture
~ ***Duncan MacRae,***	Ministry of Advanced Education, Training & Technology
~ ***Philip Schettini,***	Tourism Educators' Coordinating Committee
~ ***Merritt Townsend,***	Labour Market Services, Employment and Immigration Canada
~ ***Bob Waycott,***	Industrial Adjustment Service Committee, Employment and Immigration Canada
~ ***Nick Worhaug,***	Hotel, Restaurant & Culinary & Bartenders Union (Local 40)

Table of Contents

II	ABOUT THE FRAMEWORK
III	ACKNOWLEDGEMENTS
1 - 15	A ~ THE FRAMEWORK IN CONTEXT
1	1 ■ INTRODUCTION
4	2 ■ TAKING STOCK
7	3 ■ TOWARDS 2000
10 - 11	4 ■ TOURISM'S HUMAN RESOURCES
13	5 ■ ISSUES AND CHALLENGES
16 - 29	B ~ A STRATEGIC PLAN
16	1 ■ VISION
19	2 ■ MISSION
19	3 ■ GOALS
20	4 ■ OBJECTIVES AND SUGGESTIONS FOR ACTION:
20	GOAL #1 PUBLIC ATTITUDES
21	GOAL #2 EMPLOYMENT MATCHING
22	GOAL #3 EDUCATION AND TRAINING
25	GOAL #4 INFORMED DECISION-MAKING
26	GOAL #5 COMMUNICATION, COOPERATION, COORDINATION
28	GOAL #6 PROFESSIONAL DEVELOPMENT AND RECOGNITION
29	GOAL #7 RESEARCH
30 - 33	C ~ STRATEGIES FOR IMPLEMENTATION
30	1 ■ POTENTIAL STAKEHOLDER GROUPS
31	2 ■ POSSIBILITIES FOR IMPLEMENTATION
33	IN CONCLUSION
34	CONTRIBUTORS
41	GLOSSARY
43	A NOTE ABOUT REFERENCES

A ~ *The Framework In Context*

1 ■ INTRODUCTION

MORE THAN TEN THOUSAND energetic entrepreneurs, tens of thousands of employees, and a relatively small but dedicated number of public officials and education providers have, together, created a British Columbia tourism product now attracting international attention.

This Framework addresses human resource issues in British Columbia's tourism industry from a 1990's perspective looking towards the year 2000. It is one more step in a series of enquiries and planning cycles, begun in the 1980's, directed to one central purpose:

BRITISH COLUMBIA'S TOURISM INDUSTRY IS A VITAL ECONOMIC GENERATOR AND EMPLOYER:
■ TOURISM CONTRIBUTES WELL OVER 5 BILLION DOLLARS A YEAR TO THE PROVINCE'S ECONOMY.
■ ABOUT 1 IN 8 PEOPLE WORK IN TOURISM-RELATED INDUSTRIES IN BRITISH COLUMBIA.
■ EMPLOYMENT IN THE TOURISM-RELATED SECTORS IS GROWING FASTER THAN GENERAL EMPLOYMENT IN THE PROVINCE.
■ TOURISM IS A LIVELY, EXPANDING AND POTENTIALLY SUSTAINABLE ECONOMIC RESOURCE.

To attract, develop and sustain a tourism workforce capable of providing competitive standards of service to visitors travelling to, and within, British Columbia.

To this broad and vital purpose, we add a new adjective and an important new emphasis - ***Internationally competitive standards of service.***

Project Background

The original request for proposal called for a broad-reaching look at:

- the profile of employment in tourism-related industry sectors and selected occupations, with projections to the year 2001
- the inventory and adequacy of tourism-related education and training
- the availability and accessibility of tourism-related informational resources
- the effectiveness of current coordinating mechanisms and inter-agency linkages

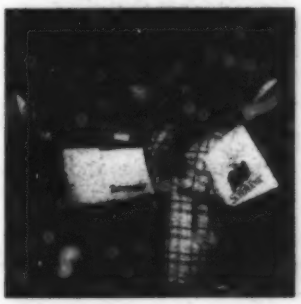
From this assessment, a strategic plan for the 1990's was to be recommended.

Project Procedures

Over the course of eight months, the consulting team invited over 500 individuals around British Columbia to contribute information, opinions and ideas through focus groups with tourism industry sector employers, employees, education providers, and government officials; interviews in person and by telephone, and; brief, written questionnaires. Overall, sixty percent of those contacted responded.

Federal and provincial policy papers, memoranda, international tourism studies, journal articles, conference proceedings, resource directories, and a variety of statistical employment data were reviewed.

During the investigative phases of the project, a series of working papers were prepared for review and consideration by ***the Framework Steering Committee***. Of these, four have been prepared under separate cover as Appendices to this document:



Appendix 1:
"EMPLOYMENT IN THE TOURISM INDUSTRY IN BRITISH COLUMBIA"
(OCT. 1991, 77 PP.) Profiles employment in the industry by sector, and projects employment for the sectors and selected occupations to the year 2001.

Appendix 2:
"TOURISM TRENDS AND THEIR IMPACT ON TRAINING AND EDUCATION"
(SEPTEMBER 1991, 21 PP.) Prepared as a background discussion paper.

Appendix 3:
"DEVELOPING THE TOURISM WORKFORCE: MANDATES AND INITIATIVES"
(SEPTEMBER 1991, 34 PP.) Describes the roles and mandates of key agencies in tourism human resource development.

Appendix 4:
"THE FOCUS GROUPS: WHAT INDUSTRY IS SAYING"
(NOVEMBER 1991, 48 PP.) Summarizes results of the sectoral focus groups conducted in the fall of 1991.

These documents are available upon request through The Pacific Rim Institute of Tourism.

Main Findings

Results reaffirm that the general strategic direction set for tourism human resource development for British Columbia, in the mid-1980's, remains valid today. This conclusion should be viewed - not with complacency - but rather as an encouragement to continued development, refinement and improvement.

Many current initiatives in British Columbia closely parallel those in other jurisdictions, particularly the European Community and Australia. Comparatively speaking, British Columbia is well in synchrony with:

- enhancing tourism career awareness
- providing a broad and accessible inventory of tourism-related education and training products
- encouraging the use of industry-based occupational standards

CONSOLIDATION, COLLABORATION AND COMMUNICATION ARE THE KEY STRATEGIC THEMES FOR EFFECTIVE ONGOING DEVELOPMENT OF BRITISH COLUMBIA'S TOURISM WORKFORCE IN THE 1990'S.

Other jurisdictions are linking human resource planning to tourism product development and marketing strategies. In British Columbia, however, it seems human resource planning is trying to lead the way. A comprehensive tourism development plan for British Columbia, which incorporates human resource issues, is urgently required.

Despite best efforts (and, in common with other jurisdictions) British Columbia continues to suffer perception gaps between tourism industry employers, education and training providers, and potential tourism career seekers:

- Tourism businesses, individually and collectively, are working toward product improvement and innovation.
- Education and training providers are supplying and developing a wealth of tourism-related educational opportunities and resources.
- Job seekers, career changers and students are searching for career opportunities.
- Goodwill and effort is abundant. But the need to close the gaps continues.

Glancing back over the 1980's reveals a decade of rapidfire change in the development of British Columbia's tourism industry and its people. A look at the recent past provides a reference point of sorts, against which present conditions and future expectations may be compared. If a brief review can be said to have a theme, in this case it would be, "Look how far we've come in such a short time," and implicitly, "Look how far we could go..."

1980 *to* 1985

In the early 1980's "tourism" was a word used in the title of a provincial government ministry. The word "industry" was more generally associated with "hospitality" or "travel" than with tourism. The "tourism plant" essentially comprised hotels, motels, and restaurants; provincial and national parks; a handful of developed attractions; and a few dozen sport hunting/fishing services scattered over thousands of kilometres of mountainous terrain, connected by a fine highway system. The "tourists" were mainly rubber-tire travellers from around British Columbia and neighbouring states and Provinces. Long-haul and overseas visitors were relatively few.

Nearly 126,000 people were employed in tourism at peak season, 80% in food and beverage and lodging establishments, according to the 1983 study, **"British Columbia Hospitality/Tourism Manpower and Training Assessment"**. Provincial colleges, institutes and some private career schools offered hospitality and travel-related programs, of which more than half were cooking and services oriented.

To the surprise of many in recessionary British Columbia, planning for an event calculated to put the province on the world tourism destination map, was well underway in 1985.

1986 *to* 1990

By mid-1986, over 70,000 British Columbians province-wide had received SuperHost training, and; 16,000 local and international employees, and some 50,000 local volunteers, had received guest service orientation and job-specific training for roughly 140 tourism-related occupations - all in preparation for the 1986 World Exposition.

Expo's turnstiles recorded over 22 million visits by British Columbia residents and hundreds of thousands of out-of-province visitors from around the world. Destinations outside of British Columbia's south-west region did not flourish quite as expected in 1986, but demonstrably benefited from the record numbers of visitors returning in 1987 and 1988.

Expo's many special events and global-interest conferences helped kindle interest in the growing events and conferences market, opening up a small but potent new revenue generator and a relatively new career field. Smaller communities, perhaps inspired by the Chemainus example, began thinking about tourism as a way of diversifying one-resource towns.

Interest in tourism was high and the timing right for another investigation into education and training needs. Spurred by industry, the 1986 study, ***"Tourism: The Quest for Professionalism"*** was undertaken. Prepared at a pivotal time, the report examined the status of tourism-related training and education in British Columbia, and provided a strategic framework for future development. Among its key recommendations were:

- the development of a "Certificate in Tourism" program to upgrade supervisors, and;
- the creation of a provincial coordinating mechanism to promote education and career opportunities in tourism.

Mobilized by the study, post-secondary educators and the Ministry of Advanced Education began to develop tourism-related supervisory core and specialty programs. Now, a wide variety of full and part-time programs are available and delivered consistently at most colleges, and many have been adapted for workplace-based learning. During this period, ***FoodSafe, Serving It Right, SuperHost Encore*** and ***SuperHost: Japan*** were developed and have been successfully completed by thousands of front line employees.

At the same time, the Ministry of Tourism took steps to establish a coordinating mechanism - ***the Pacific Rim Institute of Tourism*** **(PRIT)**.

Directed by a Board comprising industry sector representatives, educators and 'ex officio' members from government, the Institute's mission was:

"To develop and increase professionalism in the tourism industry through the promotion of education, the provision of certification and identification of tourism career paths and opportunities."

In just over three years the Pacific Rim Institute of Tourism has collaborated in a number of significant initiatives:

- creation of an industry-supported career awareness program for secondary schools - **A Career in Tourism - It's a Natural** and an annual **Tourism Careers Expo**
- creation of the Tourism Resource Centre and Training Video Division
- development of ***the Association of Tourism Professionals***, a tiered professional credentialling and membership system
- development of a comprehensive training and education framework, ***Programs for the Tourism Professional***
- coordination of tourism industry occupational standards development for Western Canada

By the end of 1990, the Institute and its associated partners in industry, education and the provincial government were beginning to see changes in the nature of tourism in British Columbia, and in the evolution of education and training for the tourism workforce. It was time to take stock again and look towards the future.

In the 1990's the political and economic face of the globe is changing at an unprecedented pace. Nations are collapsing, re-forming and merging. Wealth and power centres are shifting. Global environmental issues are reshaping the way we think. Change and uncertainty abound among citizens everywhere. Tourism must operate, today and in future, within this context.

British Columbia Tourism in the 90's

British Columbia, no longer "the last frontier," is fast becoming a "new frontier" for those seeking temporary respite from the intensity of life, work and travel in overcrowded places. While resident and close-haul travel is shrinking, long-haul visitor numbers are increasing, especially from Japan, the United Kingdom, Australia and Germany.

Visitors, bringing with them expectations of a world-class destination offering an international calibre of service, also bring an increasingly diverse mix of interests - everything from whale-watching to heli-skiing to white-water rafting to golfing or scenic touring.

To remain globally competitive in future, British Columbia must continually monitor worldwide activity in order to develop tourism products and services that cater to specialized visitor preferences and expectations.

Simply put, we must work to better understand:

- global travel patterns
- visitor cultural backgrounds and languages
- visitor preferences, expectations and needs for transportation, accommodation, food, business, adventure, entertainment and shopping.

At the same time, we must work as a province, and in individual regions and communities, to determine how to offer a competitive mix of tourism products with minimal impact on the natural environment, and on the life and enjoyment of British Columbia's citizens. This is a major challenge for the 1990's, requiring communication and cooperation at all levels.

British Columbia's Tourism Workforce

The present and future success of tourism in British Columbia depends on people:

- Residents willing to share their local treasures, enjoyments and services with others
- Community planners, industry leaders, politicians, and government officials willing to share information to help organize, develop and promote tourism facilities and activities
- Education and training providers willing to research, develop and provide opportunities to enhance tourism knowledge and skill development.

Most of all, it depends on a workforce of entrepreneurs and employees willing to provide excellent services, and service, to visitors from here and abroad.

In 1990, 181,600 people were working in the eight tourism-related industry sectors in British Columbia as shown in Figure 1. Food and Beverage accounted for 40%, and combined with Transportation and Accommodation, for 85% of the total employment.

FIGURE 1 ■ EMPLOYMENT IN TOURISM-RELATED SECTORS IN 1990

SECTORS	1990 EMPLOYMENT	% OF EMPLOYMENT
FOOD & BEVERAGE		43.2%
ACCOMMODATION		16.6%
TRANSPORTATION		23.7%
ATTRACTIONS		7.7%
ADVENTURE TOURISM & OUTDOOR RECREATION		3.1%
TRAVEL TRADE		2.5%
EVENTS & CONFERENCES		1.0%
TOURISM SERVICES		0.2%
TOTAL		≈100.0%

SOURCE: APPENDIX 1: "EMPLOYMENT IN THE TOURISM INDUSTRY IN BRITISH COLUMBIA" (OCT 1991, P.8.)
PRIMARILY DERIVED FROM STATISTICS CANADA, LABOUR FORCE SURVEY.

By the year 2001 at least 60,000 more British Columbians are expected to be working in these tourism-related industries than at present. Overall employment in British Columbia is projected to grow from around 1,500,000 in 1990 to roughly 1,750,000 by the year 2001.

By comparison, the average growth rate of employment in tourism-related industries is projected to be about one and a half times general employment growth, or 2.6%. Figures 2 and 3, respectively, show the pattern of projected employment growth in tourism-related sectors over the coming years, and, compound growth rates.

4 ▪ Tourism's Human Resources...

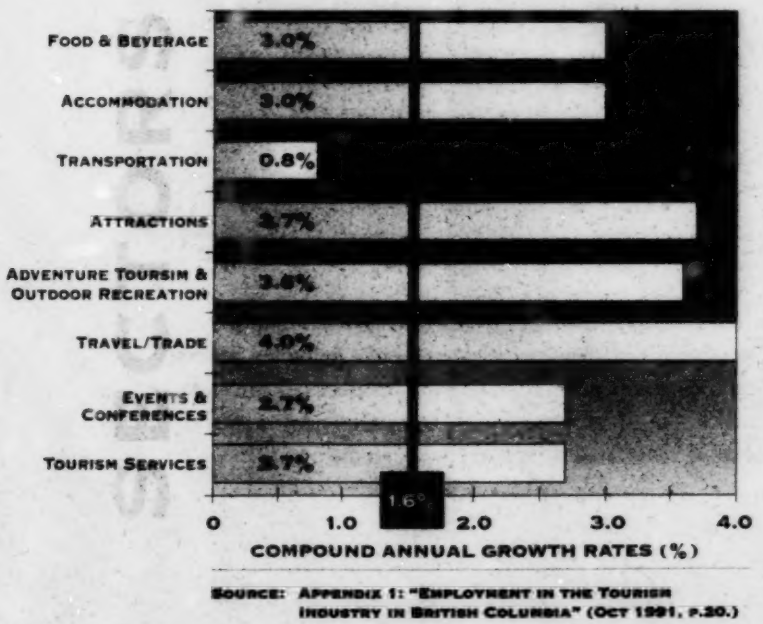
CHANGING DEMOGRAPHICS, IN COMBINATION WITH THE PROJECTED NUMBERS OF PEOPLE NEEDED, PRESENT SOME MAJOR CHALLENGES IN DEVELOPING BC'S TOURISM WORKFORCE IN THE 1990'S.

Unemployed Persons

- What kind of jobs are out there and how can I get one and keep it?
- Are employers going to reject me because (I don't have much education ... I can't speak English well ... I have a disability ... I haven't much work experience ... I'm the wrong age ... I'm from a different racial background ... I can't work fulltime ... I have family problems)?
- If I take this training, will I be sure to get a job at the end of it?

FIGURE 2 ▪ COMPOUND ANNUAL GROWTH RATES: 1990 – 2001

(PROJECTED GENERAL BRITISH COLUMBIA LABOUR FORCE ANNUAL GROWTH: 1.6%)



SOURCE: APPENDIX 1: "EMPLOYMENT IN THE TOURISM INDUSTRY IN BRITISH COLUMBIA" (OCT 1991, P.20.)

Voluntary Career Changers

- How can I use my years of education, life experience and work experience in a different and more rewarding way?
- What are my options for changing careers or starting a business?
- Where can I find the capital to start a business?
- Can I afford to go back to school fulltime or can I keep on working and take part-time courses?
- What kind of a return can I expect for my investment in further education?
- Am I going to have to start at the bottom of the ladder and work my way up again?

Line Supervisors and Managers

- Where can I find people with good work and customer service attitudes?
- How can I organize everyone's shifts so they can cover peak periods, make the hours and the time off they need, and still keep labour costs down?
- How can I organize people with different languages and cultures to work better as a team?
- What can I use to help train the staff and keep up to date myself?
- How can I encourage staff to stay with us, enjoy their work and treat our customers better?

Corporate Executives, Owner/Operators and Entrepreneurs

- What are other industries and other employers paying people and how can I compete given our margins and seasonality?
- How can I find qualified line staff, supervisors and managers with the right attitude?
- What's happening to our market and how is that going affect labour costs, profitability and operating policies?
- Should I provide training for people who are going to leave here to go back to school or to my competitors?
- How can I keep up to date with trends in marketing, human resource management, employee training and new high-tech equipment?
- How can I reduce turnover?

Questions, Concerns & Future Projections

PRESENTED HERE ARE SOME OF THE NEEDS, CONCERNS AND QUESTIONS EXPRESSED BY THE PEOPLE WHO NOW SHAPE AND WILL SHAPE BC'S TOURISM WORKFORCE.

PROJECTIONS TO 2001

FIGURE 3 ■ EMPLOYMENT PROJECTIONS IN THE TOURISM-RELATED INDUSTRY TO 2001

SECTORS	1990	1993	1997	2001	NET EMPLOYMENT INCREASE
FOOD & BEVERAGE	78,400	83,900	94,700	108,600	30,200
ACCOMMODATION	30,100	32,200	36,400	41,700	11,600
TRANSPORTATION	43,100	45,000	46,200	47,200	4,100
ATTRACTIONS	14,000	15,400	18,300	20,900	6,900
ADVENTURE & REC.	9,200	10,100	11,900	13,600	4,400
TRAVEL TRADE	4,500	5,000	5,900	6,900	2,400
EVENTS/CONFERENCES	1,800	1,900	2,100	2,400	600
TOURISM SERVICES	500	600	700	700	200

SOURCE: APPENDIX 1: "EMPLOYMENT IN THE TOURISM INDUSTRY IN BRITISH COLUMBIA" (OCT 1991, P.17.)

Frontline Employees

- Can I support myself ... childcare, housing, transportation with this job?
- How can I manage my personal responsibilities around the seasons, shifts and hours this industry requires?
- How can I get the help I need to learn about changes in this organization and the new equipment?
- Do other employers offer better wages, benefits and working conditions, hours and training?
- Do I want to try for a promotion or another position in this company, and how do I go about it?
- Is this job what I really want, or should I be looking for another career or maybe start my own business?

Students

- What kinds of jobs are out there?
- What kind of career will provide me with good wages, job security, interesting work and opportunities to get ahead?
- What kind of education do I need to get a good job?
- If I spend my time and money getting an education will the job I get be worth it?
- How do the things I'm learning now relate to the real world?
- How can I get practical experience so employers will hire me?

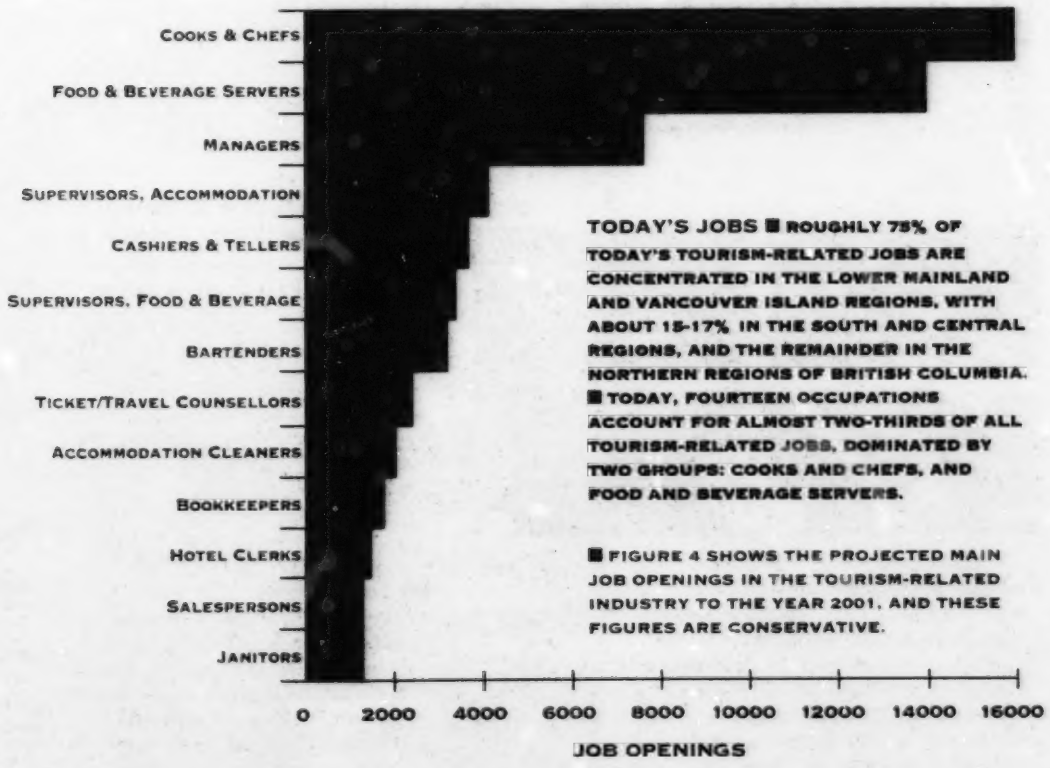
Displaced Workers

- After all these years in one industry, what else am I qualified to do now?
- How can I find a job with the same kind of wages and benefits so I can support the family and pay off my house?
- Am I going to be able concentrate on studying again after all this time?
- How can I get training to do something else?
- Can I afford to go back to school and support my family?
- Is my age going to go against me in applying for jobs?

Two categories of people now shape, and will shape, British Columbia's tourism workforce - those presently employed, and, those who may be interested in tourism-related employment. Each group has its own perspective, needs and concerns.

Clearly the type of support and assistance needed to enhance the work of current tourism professionals is quite distinct from that of the very broad group of "potential tourism professionals." Yet both must be considered if British Columbia is to develop a tourism workforce capable of providing an international calibre of service.

FIGURE 4 ■
PROJECTED JOB OPENINGS IN THE TOURISM-RELATED INDUSTRY, 1991-2001



TODAY'S JOBS ■ ROUGHLY 75% OF TODAY'S TOURISM-RELATED JOBS ARE CONCENTRATED IN THE LOWER MAINLAND AND VANCOUVER ISLAND REGIONS, WITH ABOUT 15-17% IN THE SOUTH AND CENTRAL REGIONS, AND THE REMAINDER IN THE NORTHERN REGIONS OF BRITISH COLUMBIA. ■ TODAY, FOURTEEN OCCUPATIONS ACCOUNT FOR ALMOST TWO-THIRDS OF ALL TOURISM-RELATED JOBS, DOMINATED BY TWO GROUPS: COOKS AND CHEFS, AND FOOD AND BEVERAGE SERVERS.

■ FIGURE 4 SHOWS THE PROJECTED MAIN JOB OPENINGS IN THE TOURISM-RELATED INDUSTRY TO THE YEAR 2001, AND THESE FIGURES ARE CONSERVATIVE.

SOURCE: APPENDIX 1: "EMPLOYMENT IN THE TOURISM INDUSTRY IN BRITISH COLUMBIA" (OCT 1991, P.31), DERIVED FROM C.O.P.S. UNPUBLISHED DATA.

5 ■ ISSUES AND CHALLENGES

Creating a comprehensive workforce development strategy for the British Columbia tourism industry as whole is a complex challenge for all stakeholders:

- Each sector of the tourism industry has unique and distinctive human resource, educational and training needs.
- Tourism-related businesses, employees, students and job seekers, concentrated in different regions of the Province, have opportunities and constraints unique to the locality.
- Member-supported tourism industry associations represent and must serve the interests of all member businesses, large and small.
- Employee associations must serve and advocate the interests of employees in a broad variety of occupations and employment conditions.
- Private suppliers of tourism training and support services, however dedicated to the industry, must operate as for-profit businesses.
- Taxpayer supported providers of education and employment support services must serve multiple communities of interest, of which tourism, however important, is just one.
- Decision-making on skills training is shifting to the local level where needs are best identified through input from local business, labour and other key groups.
- Economic times, at least in the short term, are uncertain for everyone.

Key factors affecting the profile of the tourism workforce in the 1990's:

1. **DECREASING NUMBERS OF 15-24 YEAR OLDS,**
2. **AN INCREASING MULTICULTURAL, MULTILINGUAL POPULATION MIX,**
3. **FLUCTUATING EMPLOYMENT IN OTHER BC INDUSTRIES,**
4. **THE "GREYING" OF THE GENERAL POPULATION**

Despite the differences, professionalism in the tourism workforce and in tourism-related education and training in British Columbia has advanced considerably in the past ten years. This has largely been the result of the goodwill and cooperative efforts of all parties involved.

For the 1990's, even closer communication and collaboration will be required if British Columbia is to realize its full potential as an international tourism destination. The challenge becomes one of mutually respecting differences while working together towards the greater good of all involved in and with the tourism industry.

Some of the central issues are new; others are ongoing. A few key questions highlight the challenges:

Attitudes and Awareness

- How can the public be made more aware of the positive economic and employment benefits of the tourism industry?
- How can employer awareness of the critical relationship between customer service excellence, and training, human resource practices and "the bottom line" be strengthened?

Matchmaking

- How can tourism-related employers attract and recruit sufficient numbers of qualified people to work for them?
- How can job seekers, interested in work in the tourism industry, find the right employer to match their skills, employment needs and aspirations?

Access to Information

- How can individuals, organizations and communities locate the information they need to make informed decisions?
- How can key information on market trends, labour force trends, wages and benefits, career and employment opportunities, educational opportunities and learning resources and employer assistance programs be made more readily available and accessible to all who require it?

Training and Education

- How can tourism employers and education/training providers in every community work effectively to avoid competing for the same pool of potential employees/students?
- How can industry and education providers collaborate more effectively to ensure tourism/hospitality pre-employment and upgrading programs better meet the professional needs of industry, as well as the educational needs and aspirations of students?

- How can employers, employee groups, and education/training providers work more closely to provide practical on-job learning experiences for potential employees?

- How can current tourism professionals, particularly supervisors, managers, and entrepreneurs receive the support they require to effectively manage the demanding business and human resource challenges of the 1990's?

- How can learning resources and tools for workplace orientation and job training be made readily affordable and accessible to individual employers?

- How can education/training providers and career counsellors in the public systems, private agencies and industry continue to develop their tourism-related knowledge and technical expertise?

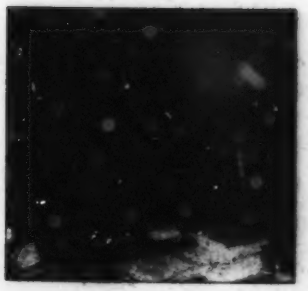
- How can education/training providers work more closely together to minimize overlap of effort, share resources and ensure the smoothest path for students to advance in their education?

- How can tourism employers, labour and other key groups affect the policy decisions of local, provincial and national labour force planning and development bodies?

Recognition

- How can the education, work experience, voluntary efforts and ongoing professional development of individuals in the tourism industry be assessed, recognized and valued?

- How can the continuing dedication and effort of tourism industry professionals, past and present, be acknowledged and celebrated?



B ~ A *Strategic Plan*

This section charts a possible strategic course for the future and invites you to share in its vision. Empowering individuals and organizations to develop British Columbia's tourism industry is a fundamental principle of this Framework for Action.

1 ■ VISION

A VISION OF THE FUTURE is neither a forecast nor exactly a dream, but rather an optimistic view of what could be. In this vein, the Framework for Action envisions...

Visitors who:

- are attracted by the widest possible range of opportunities to engage with the adventure, entertainment, business, culture, history, and unspoiled natural environment that British Columbia offers
- receive friendly, respectful, efficient, informed and consistently professional hospitality from everyone they encounter during their journey in British Columbia
- are assured that everywhere in British Columbia their needs and expectations for comfortable lodging, appropriate food, safe transportation, and personal safety and security will be met or exceeded
- return often and tell friends, relatives and business associates that travelling in British Columbia is wonderful

Entrepreneurs who:

- prosper by continuing to develop and promote world-class British Columbia events, activities and products that respond to the special needs, preferences and expectations of a variety of visitor markets
- offer the training, work environment, personal encouragement and support necessary to ensure employees are able to offer a consistent standard of internationally competitive service

- manage their operations in a fully professional manner

- actively participate in industry, educational, and their own ongoing professional development

Employees who:

- enjoy the personal challenges and rewards of offering professional standards of service and who are inspired to continually seek ways to enhance service

- receive compensation, recognition and opportunities for advancement commensurate with their educational attainment, work experience, personal aspirations and effort

- are provided the information, tools, work environment and personal support required to meet and exceed performance standards

- seek to further their career goals in the industry by making effective use of the educational, informational and human resource support services available through public, private, community, industry and professional organizations

Prospective entrepreneurs or employees who:

- are able to make informed choices and decisions regarding their potential career in tourism based on accurate, relevant and accessible information

- are provided the opportunity, access and support to the resources necessary to pursue and achieve personal goals in tourism-related ventures or employment

Tourism Services Providers (i.e. industry and employee associations, community planners, educators, government agencies) who:

- are committed to providing informed and consistent service to those working and those intending to work in British Columbia's tourism industry

- are willing to periodically examine and revise policies, resource allocations, services and practices, in order to effectively support the future growth and development of the tourism industry and its workforce

- are committed to working with groups and individuals in the tourism workforce to foster a spirit of cooperation, mutual respect and constructive collaborative effort

- offer a comprehensive and accessible variety of tourism-related educational, informational and human resource support services throughout British Columbia

Policies, Programs and Systems that:

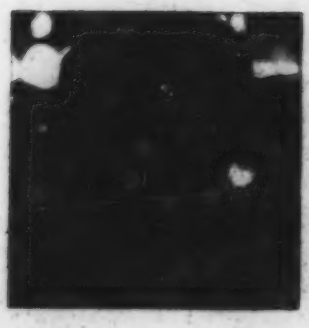
- strive to maintain an appropriate balance between formal and informal structures, and public and private sector interests in tourism development

- recognize and address the multicultural, multilingual, demographic and regional diversity of both the tourism workforce and the tourism market it serves

- support cooperative and collaborative initiatives

- are responsive and relevant to industry needs, and reflect changing conditions both in the tourism marketplace and in the general labour force

- are responsive to the needs, goals and long-term aspirations of individuals, whether student, job-seeker, employee or future entrepreneur



2 ■ MISSION

From envisioning a possible future to actually creating it requires commitment to the common pursuit of a mission. Users of this Framework are encouraged to share in the following mission:
To attract, develop and sustain a tourism workforce capable of offering internationally competitive standards of service to visitors travelling to and within British Columbia.

3 ■ GOALS

To empower people and organizations to realize the full potential of a world-class tourism workforce in British Columbia, seven goals suggest what needs to be achieved:

1. To improve public attitudes about the economic benefits and employment potential of the tourism industry in British Columbia.

2. To improve employment matching between employers searching for qualified employees, and, individuals seeking opportunities for entry into the tourism workforce.

3. To enhance the scope, accessibility, quality and occupational relevance of tourism-related training and education programs and workplace learning resources in all regions of British Columbia.

4. To enhance informed decision-making by improving access to career planning, educational, human resource and labour force information.

5. To enhance communication, cooperation and coordination between and among industry stakeholders, and providers of education, training and support services in all regions of British Columbia.

6. To support the ongoing professional development and recognition of working tourism professionals, and, of those who provide tourism-related counselling, education, training, human resource and community development services.

7. To encourage and share ongoing research into issues affecting the future of tourism and tourism human resource development in British Columbia.

4 ■ OBJECTIVES AND SUGGESTIONS FOR ACTION

GOAL #1 PUBLIC ATTITUDES

To improve public attitudes about the economic benefits and employment potential of the tourism industry in British Columbia.

Objectives

1. To encourage and promote regional public activities and events that celebrate tourism and tourism professionals in British Columbia.

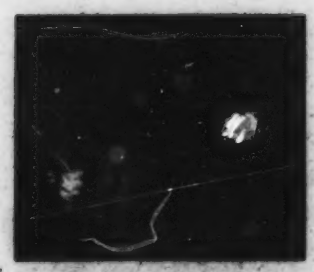
2. To promote awareness of the diversity of career paths within all sectors of the tourism industry throughout the Province;

3. To encourage consideration of tourism human resource development issues in provincial, regional and community tourism planning initiatives.

Some Suggestions for Action

- Designate and promote an Annual British Columbia Tourism Professionals Week celebrating the achievements of professionals in the industry.

- Create simultaneous regional tourism career fairs in schools and at Canada Employment Centres.



- Develop local "Tourism Entrepreneur of the Year Awards."

- Create and publicize an annual province-wide "Best Customer Service" case studies contest.

- Sponsor and promote joint industry/school Open House events.

- Approach community television to produce local tourism development forums.

- Create joint-venture seasonal recruiting drives.

- Establish and promote a tourism career counselling centre accessible in person and by 1-800 telephone.

GOAL #2 EMPLOYMENT MATCHING

To improve employment matching between employers searching for qualified employees, and, individuals seeking opportunities for entry into the tourism workforce.

Objectives

1. To assist qualified individuals to find suitable employment with tourism-related employers.

2. To assist employers to recruit sufficient numbers of qualified personnel for permanent and seasonal work.

Some Suggestions for Action

- Create a 24-hour televised Employment Channel (with provincial and national access) including job postings and feature items on employment and the tourism industry.

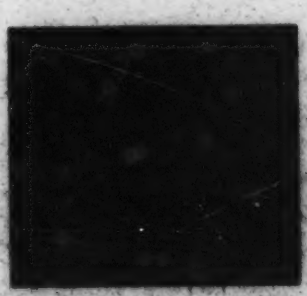
- Develop strategies for employer partnering to help offset seasonal workforce peaks and valleys, and provide alternating seasonal employment opportunities to qualified employees.

- Establish "priority recruiting" partnerships between employers and training/education providers.

- Create local, specialized tourism-related "job clubs" for qualified jobseekers.

- Encourage the practice of "informational interviews" between job-seekers and employers.

- Develop strategies for creative, targeted recruiting for each sector.



GOAL #3 TRAINING AND EDUCATION

To enhance the scope, accessibility, quality and occupational relevance of tourism-related training and education programs, and workplace learning resources, in all regions of British Columbia.

Objectives

1. To provide the range of learning opportunities, services and tools necessary to ensure all employees and employers, can reach the highest standards of professionalism, effectiveness and job satisfaction;

2. To ensure learning opportunities, services and resource materials are uniformly accessible throughout the Province.

3. To support the use of industry occupational standards and certification in the workplace and in educational programming.

4. To identify sectoral needs, current and future, for pre-employment and upgrading education and workplace based training.

Some General Suggestions for Action

GOAL #3 GENERAL SUGGESTIONS FOR ACTION...

- Ensure that British Columbia's tourism industry – business and labour – is represented on Labour Force Development Board(s) at the local and provincial levels (*See Glossary, page 43*).

- Develop industry-wide performance standards for customer service to incorporate in all tourism-related education, and job orientation and training.

- Incorporate occupational standards into all related workplace training and education programs.

- Include information regarding the British Columbia Employment Standards Act and Regulations in all Career Preparation, Supervisory, Management and related programs.

- Incorporate cross-cultural and workforce diversity training materials in education/training at all levels.

- Incorporate industry and workplace environmental and waste management issues in education/training for all levels. Incorporate small business management information in tourism-related education programs at all levels.

GOAL #3 GENERAL SUGGESTIONS FOR ACTION...

- Develop and encourage inclusion of British Columbia tourism information in school curriculae, related academic disciplines (e.g. commerce, resource management, law) and related occupational training (e.g. bookkeeping)

- Encourage and support second language (English and/or other) development in education and through the workplace.

- Develop and publicize case studies on the use of tourism-related occupational standards in the workplace.

- Develop and publicize case studies on the use of occupational standards in curriculum development.

- Develop articulation guidelines describing horizontal and vertical movement between education/training programs, and between education and employment.

- Outline potential "education paths" for tourism professionals that complement "career paths" in each sector.

- Conduct periodic follow-up evaluation with graduates of tourism-related education and job training programs.

Some Sectoral Suggestions for Action

Food and Beverage Sector

- Investigate need to develop a provincial "Serving It Well" type program for Food and Beverage Servers.

GOAL #3 SECTORAL SUGGESTIONS FOR ACTION...

- Promote use of on-job training manuals and materials produced and developed by industry and professional associations.

- Develop a coordinated long-term plan to recruit and train sufficient numbers of cooks and chefs for projected needs.

GOAL #3
SECTORAL
SUGGESTIONS
FOR
ACTION...

Accommodation Sector

- Invite specific proposals from qualified education providers to develop an international calibre hotel school in British Columbia.
- Investigate specific supervisory and management training needs for Front Office and Housekeeping occupations.
- Develop occupational standards and training opportunities for small hotel, motel, RV and campground operators.

Attractions Sector

- Investigate specific needs for development of occupational standards and training for Guest Relations Manager, Operations Manager and Volunteer Manager.
- Explore potential for adapting existing Volunteer Management programs to open learning format.

Events and Conferences Sector

- Seek key industry association endorsement and adoption of the recently developed Programs for the Tourism Professional: Events and Conferences Supervisory Specialty.
- Investigate specific needs regarding development of occupational standards for Meeting Planners.

Adventure Tourism and Recreation Sector

- Seek key industry association endorsement and adoption of the recently developed Programs for the Tourism Professional: Adventure Tourism program.
- Investigate need to develop a practical marketing handbook for adventure tourism entrepreneurs and operators.
- Investigate need to design small business management materials or courses specifically for adventure tourism operators.

Travel Trade Sector

- Explore depth of support for, and impact of, mandatory provincial licensing/registration of Travel Counsellors and Managers.
- Investigate specific needs regarding development of occupational standards and training for industry supplier Sales Representatives.
- Develop industry-based occupational standards for Tour Guide and closely related occupations (see "Attractions").
- Investigate specific needs regarding development of occupational standards and training for Ground and Field Operations personnel.

GOAL #3 SECTORAL SUGGESTIONS FOR ACTION...

Transportation Sector

- Develop "generic" customer service standards and training support materials for customer contact occupations including Customer Service Representatives, Ticket Agents, Taxi Drivers, Coach Drivers, Rental Agents, etc.

GOAL #4 INFORMED DECISION-MAKING

To enhance informed decision-making by improving access to career planning, educational, human resource and labour force information.

Objectives

1. To promote tourism-related education/training programs and workplace-oriented training materials.
2. To consolidate, maintain and update tourism-related workforce and career planning information.
3. To publicize available sources of human resource planning information pertinent to tourism-related businesses.

Some Suggestions for Action

- Develop a comprehensive and accessible electronic database of tourism-related education/training programs, and current job training and program development initiatives.

- Encourage industry support of the credentialing and on-going professional development activities of organizations such as the ***Association of Tourism Professionals***.

- Encourage use of standardized nomenclature, definitions, and visual identity for provincial tourism-related programs (e.g. Programs for the Tourism Professional - foundation, supervisory, management, executive and small business).

- Develop a comprehensive and accessible electronic database of tourism-related employers in British Columbia.

GOAL #4 SUGGESTIONS FOR ACTION...

- Publish and distribute an annual directory of tourism-related HRD resource agencies and publications.

- Update, publish and distribute annual tourism-related labour force projections.

- For each industry sector, publish and distribute annual information on wages and benefits, seasonal workforce needs, "best case" training scenarios, recruitment strategies etc.

GOAL #5 COMMUNICATION, COOPERATION, COORDINATION

To enhance communication, cooperation and coordination between and among industry stakeholders, and providers of education, training and support services in all regions of British Columbia.

Objectives

1. To improve inter-agency coordination to minimize duplication of effort and optimize use of limited financial resources.

2. To provide opportunities to improve understanding and working relationships between tourism-related employers, educator/trainers and government agencies.

3. To assist tourism educators and trainers to effectively inter-communicate and to resolve professional and programming issues among each other.

Some Suggestions for Action

- Develop a working agreement of understanding that clarifies roles

and responsibilities of industry associations, education/training providers, organized labour, and governments.

- Convene periodic meetings of key stakeholder groups to monitor and assess the status of human resource development by and for the BC tourism industry.

- Designate a mobile tourism employment counsellor to work directly with employers to learn about workplace training needs, and to assist with effective use of publicly-funded training and HRD planning resources.

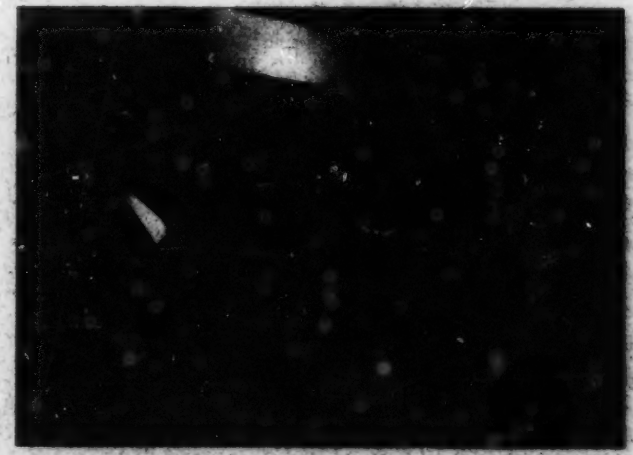
GOAL #5 SUGGESTIONS FOR ACTION...

- Develop mutually agreeable guidelines suggesting the type and nature of industry involvement in curriculum, work placement, support and endorsement of publicly-funded tourism programs.

- Convene an annual BC Tourism Professionals Forum for information sharing, networking, professional development and marketing, timed to coincide with tourism industry conferences (or sectoral trades shows, AGM's, Annual BC Tourism Professionals Week, Tourism Careers Expo).

- Designate an education liaison coordinator to work with educator and trainer groups.

- Support and encourage periodic professional meetings of public educators and private trainers (e.g. TECC, STEG, PCTA, HRD Directors)



GOAL #6 PROFESSIONAL DEVELOPMENT AND RECOGNITION

To support the ongoing professional development and recognition of working tourism professionals, and those who provide tourism-related counselling, education, training, human resource and community development services.

Objectives

1. To improve levels of recruitment, training and retention of qualified employees by enhancing workplace human resource management practices.

2. To encourage ongoing professional development of public and private sector tourism education/training providers.

3. To encourage tourism-related professional development of employment, career and school counsellors.

4. To improve recognition of education/training and "lifelong learning" achievements of tourism professionals.

Some Suggestions for Action

GOAL #6 SUGGESTIONS FOR ACTION...

- Present, televise, and videotape a seminar series on tourism-related recruitment, training and motivational issues for senior management and owner/operators.

- Include a labour relations module in management development courses, seminars and programs.

- Develop and publicize case studies of exemplary human resource management practices (i.e. success stories of BC tourism entrepreneurs).

- Survey needs and develop a short-term contingency plan, and a long-term plan for professional development of tourism-related instructors, faculty, private and industry trainers.

- Develop mutually agreeable guidelines for faculty/instructor tourism-related qualifications and for ongoing professional development (including industry internship).

GOAL #6 SUGGESTIONS FOR ACTION...

- Develop an orientation to the tourism industry and tourism careers, specifically for Canada Employment, high school and other career counsellors.
- Promote provincial community tourism development services and materials to assist local officials, the general public, and industry with community planning.
- Promote validated professional recognition programs (e.g. ACCESS and Canadian Federation of Chefs de Cuisine).

GOAL #7 RESEARCH

To encourage and share ongoing research into human resource issues affecting tourism in British Columbia.

Objectives

1. To investigate specific human resource issues in tourism.

Some Suggestions for Action

Encourage further research regarding:

- the relationship between profitability, turnover and human resource management practices
- the impact of housing, transportation and childcare costs on job/career choice
- barriers to career advancement in tourism-related occupational streams

GOAL #7 SUGGESTIONS FOR ACTION...

- regional tourism development in British Columbia and potential impact on the workforce
- future tourism-related occupations arising from (or disappearing) as a direct result of technological innovations and environmental issues
- expectations and preferences of various segments of tomorrow's travelling public and the impact on customer service practices

C ~ *Implementation Strategies*

THE STRATEGIC PLAN section was designed as a starting point for action and a stimulus to ideas. All who care about the future of tourism in British Columbia are invited to take the next step - action planning.

This section outlines potential stakeholder groups. And, it offers some practical suggestions for using this Framework for future planning, based on the old adage: "Where there's a will ..."

1 ■ POTENTIAL STAKEHOLDER GROUPS

The possible stakeholder groups are many; each operating within their own constraints, and each offering particular expertise and resources.

A. *Associations*

- Industry sector associations (national, provincial, regional)
- Tourism associations (regional, municipal)
- Employee associations and unions
- Professional associations

B. *Governments*

- Provincial
- Municipal
- First Nations
- Federal

C. *Education and Training Providers*

- Human Resource managers and trainers
- Private training agencies
- Secondary schools
- Post-Secondary colleges and institutes
- Universities

2 ■ POSSIBILITIES FOR IMPLEMENTATION

Stakeholder groups are invited to use this Framework's goals, objectives and suggestions for action as a starting point to:

A. *Associations*

- Stimulate membership involvement and participation in future planning
- Review the mission and goals of the organization
- Refine or refocus human resource policies and training priorities
- Assess current programs, member services and activities
- Assess allocation of current resources
- Plan and develop specific education/training initiatives and promotional activities
- Plan future joint ventures with complementary groups in the tourism industry
- Participate in and support tourism human resource development activities

B. *Governments*

- Include tourism human resource development on the policy, planning and legislative agendas of ministries and departments mandated to develop tourism and education programs and services
- Stimulate inter-agency and professional staff participation in future planning
- Assess, and refine or refocus program and service priorities related to the development of the tourism workforce
- Assess current levels of funding for program research, development, coordination, promotion, and maintenance
- Support and participate in human resource development activities

C. *Education and Training Providers*

- Review and refocus current practice with respect to industry sector involvement and participation in program development, delivery, work placement, graduate recruitment, scholarships and contribution of employer expertise

- Assess current funding allocations for tourism-related program research, development, coordination, promotion, maintenance and faculty development

- Conduct needs analysis in conjunction with local industry and community tourism development initiatives

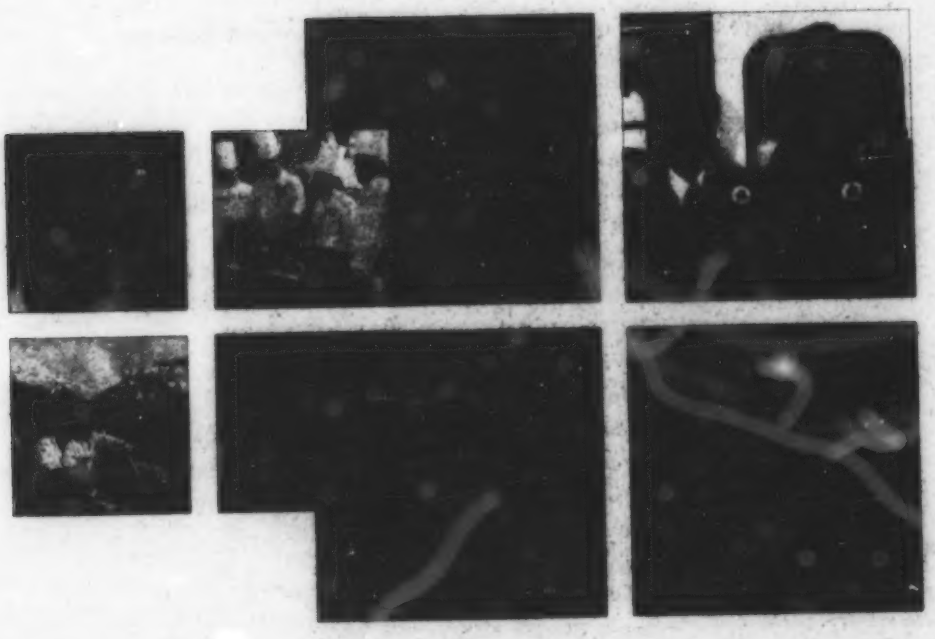
- Identify potential tourism-related programming areas for further investigation and development

- Stimulate local discussion and participation in future planning

- Participate in and support new and ongoing tourism human resource development activities

In Conclusion ...

STEWARDSHIP FOR THE DEVELOPMENT of an internationally competitive tourism industry in British Columbia is shared by all stakeholders. To move from idea to action, requires commitment, effort, and resources. The goodwill and cooperation of dedicated professionals that has characterized the past, should serve the future well.



Contributors

MANY INDIVIDUALS CONTRIBUTED the information, ideas, opinions and suggestions that were used in preparation of this Framework. Some responded anonymously to surveys and are not able to be named here; their contributions are nonetheless much appreciated.

Every reasonable attempt has been made to record the names of all contributors, and inevitably, a few may have been missed; to you, our regrets for the omission and our sincere thanks.

In alphabetical order, the following individuals and organizations are gratefully acknowledged:

Arthur Achiam, English Bay Cafe
George Acs, Louie Louie's
Diane Alfred, Employment and Immigration Canada
Roxanne Ang, Tourism Training Institute
Rick Antonson, Great Canadian Railtour Company
Peter Armstrong, Great Canadian Railtour Company
William Barbaza, Travel Manitoba
Noreen Baker, Trend College
Don Basham, Capilano College
Frank Beck, Westin Bayshore Hotel (Local 40)
Jacqueline Bell-Irving, Whistler Resort Association
Don Bellamy, Restaurant and Food Services Association of BC
Mike Bellas, Alberni Secondary School
Sue Bennett, North Island College
John Birell, Blackcomb Mountain
Nicole Blondin, Nancy Green Lodge
Ilka Brake, British Columbia Ferry Corporation
Pat Brand, British Columbia Pavilion Corporation
Bob Brett, British Columbia Institute of Technology
Barbara Broadbent, Banner Travel
Gerry Bruno, Pacific Rim Marketing, Vancouver International Airport
Linda Burbidge, British Columbia Pavilion Corporation
Ann Burns-Richardson, Independent Consultant
Maureen Byrnell, P. Lawson Travel
Canada Employment Centres, Employment and Immigration Canada
Doreen Cantell, Delta River Inn (Local 40)
Barry Carbol, Ministry of Education

Linda Charles, Employment and Immigration Canada
Jill Cheek, Vancouver's "Top Ten" Attractions
Christine Cheveldave, Van Dusen Botanical Gardens
Agnes Chung, North American Asean Consultants Inc.
Doug Cliff, Camosun College
Ross Cloutier, Ministry of the Solicitor General
Wendi Copeland, Independent Consultant
Pat Corbett, Canada West Ski Area Association (Cross-country)
Carol Crawford, Ranchero Marketing Consultants
Kathie Currie, Delta Pacific Resort
Joan Currie, Columneetza Senior Secondary (Local 40)
Bob Darnell, Federal Business Development Bank (Victoria)
Brent Davies, Teahouse/Seasons in the Park Restaurant
Carol Davis, Pacific Conference Group
Ray Davis, Association of Tourism Professionals
Susan Davis, P. Lawson Travel
Wayne DesHarnais, Ministry of Education and Ministry Responsible for Multiculturalism and Human Rights
Diane Dobbyn, Canadian Travel School
Bob Dodge, Cypress Bowl Recreation
Gwen Donaldson, Canadian Travel School
Susan Dowler, Alberta Tourism Education Council
Glyn Edwards, Destination Planners Inc.
Sheldon Eggan, Charter Bus Lines of BC
Doug Ellis, University College of the Cariboo
Ruth Emery, Employment and Immigration Canada
Karen Farquharson, School District #41
Glen Farrell, Open Learning Agency
Wendy Figg, Delta River Inn (Local 40)
Richard Floody, Robson Grill
Yolanda Ford, Canadian Airlines Training Centre
Bill Forster, Forster's Restaurants
Dale Francis, Malaspina College
Ian Fraser, BC Professional Golfers Association
Paul Gallagher, BC Human Resource Development Project
Ted George, British Columbia Chamber of Commerce
Jim Gillis, Kwantlen College
Susan Gomez, Pan Pacific Hotel
John Gow, Silver Star Mountain Resorts
Sandy Goyette, Student
Elaine Graham, R.K. Graham & Associates
Eric Griffiths, College of New Caledonia

Paul Gringas, The Society of the Golden Keys of Canada (BC)
Shauna Grinke, Pan Pacific Hotel
Debbie Gunning, Blue Horizon Hotel (Local 40)
Peter Hall, Employment and Immigration Canada
Joan Hammond, Hammond Training and Consulting
Sally Hart, Hotel Vancouver
Shirley Hartwell, Select Guide Services
Bryce Herman, Crossroads Sports & Leisure
Barry Hinder, Vancouver Taxi Owners Association
Mary Hiscox, Cdn. Hotel Marketing & Sales Executives Assn. (BC)
Stan Holman, Globe '92
Paul Holmes, Events Expo '95
Joyce Horne, Secondary Tourism Educators Group
Jim Howie, Ministry of Advance Education, Training & Technology
Judy Hughes, Trend College
Ross Ireland, Pacific Asia Travel Association (Western Canada)
Jim Johnson, Pacific Analytics
Leslie June, Simon Fraser University
Michael Kaile, Waterfront Centre Hotel
Fransiska Kaltenegger, International Conference Services
Len Kelsey, British Columbia Automobile Association
Dixie Keyser, CompuCollege
Bob Kinnaird, RT Kinnaird & Associates Pty Ltd. (Australia)
Ann Kittridge, BC Ministry of Finance, Planning & Statistics
Fred Kollner, Prince George Restaurant Association
Russ Krasniuk, Okanagan College
Kersti Krug, Museum of Anthropology
Michael Lambert, Hotel Vancouver
Jim Lavalley, Rescue Three International (Canada), Rescue and Guide Training and Certification
Sherry Lee, Budget Rent-a-Car
Patty Little, The Westbrook Hotel
Christopher Locke, Meeting Planners International
Ray Lord, Science World
Alex MacDonald, Rainbow Country Inn
Cameron MacKay, Delta River Inn (Local 40)
Darius MacKay, Employment and Immigration Canada
Tanis MacSween
CoraLie Mackie, Tourism Vancouver
Lise Magee, Vancouver Women in Travel
Debbie Mah, North Peace Secondary School

Fatma Majed, ISTC Tourism Canada
Art Marcyniuk, Wells Gray Inn
George Marcyniuk, Wells Gray Inn
Lorna Marshall, Selkirk College
Bruno Marti, Board Member
Corae McCallums, Pacific Asia Travel Association
Rosemary McConnell, Student
Garth McCreedy, Festivals British Columbia
Jan McDonnell, Salmon Arm Senior Secondary
Peter McElligott, Keg Caesars
Coral McFadden, Sun Fun Tours
Mary McGuire, Canadian Institute of Travel Counsellors
Karen McIntyre, Greyhound
Cyndi McLeod, Selkirk College
Dick McMaster, BC Fishing Resorts & Outfitters Association
Dawn McNamara, Alliance of Canadian Travel Associations (BC)
John McReavy, Quality Inn
Karen Meier, T.I.P.S. Career College
Don Michiel, O'Donal's Restaurant
Steve Miller, BC Ministry of Finance, Planning & Statistics
Arthur Mills, Hotel at the YMCA
Douglas Milne, Selkirk College
Brian Minter, Minter Gardens
Shirley Model, Vancouver Hotels Association
Don Monsour, Commercial Towel and Linen Supply Ltd.
Severin Morin, Sev's Restaurant
Monica Mueller, Burnaby College
Gary Mullins, Ministry of Advanced Education, Training and Technology
Dorothy Murdoch, Vancouver Hotel Association
Peter Murphy, University of Victoria
Wendy Noll, Ministry of Tourism and Ministry Responsible for Culture
John O'Neill, ISTC, Tourism Canada, British Columbia Region
John Oram, The Coast Plaza at Stanley Park
Peter Paterson, Food & Drink News
Dan Peach, ANZA
Joss Penny, BC Motels, Campgrounds & Resorts Association
Paul Perkins, BC Rail
Ian Powell, Hotel Vancouver
Charles Purdey, Cecil Hotel (Local 40)
Steve Quiney, Kamloops Wildlife Park Society
Laurie Rolston, BC & Yukon Hotels Association

Grant Rapanos, Sheraton Landmark Hotel (Local 40)
Wendy Rasmussen, East Kootenay College
David Redekop, CTRI, Conference Board of Canada
Lois Reid, Major Event Management Inc.
Darlene Reigh, Tourism Training Institute
Marion Rhodes, Alliance of Canadian Travel Associations
Mike Robbins, Red Mountain
Marilyn Roberts, Semiahmoo Secondary School
Shirley Robertson, Employment and Immigration Canada
Richard Rodgers, The Maritime Group Inc.
Don Rogers, Maverick Coach Lines Ltd.
Gerry Roussin, Hagen's Travel
William Rowe, Pacific Rim Institute of Tourism Board
Fran Salnas, Open Learning Agency
Vicki Salter, Secondary Tourism Educators Group
Jackie Sandy, Vancouver Community College
Esther Sarlo, Tourism Vancouver Visitor's Convention Bureau
Mel Scott, Japan Airlines
Peter Scott, Regency Caterers
Donna Scott, School District #41 (Burnaby)
Nick Seaton, River Outfitters Association of BC
Christina Sebold, Northern Lights College
Robert Sheeley, Tourism Nanaimo
Ken Smith, Institute for Conference, Event and Meeting Planners
Jimmie Spencer, Canada West Ski Areas Association
Sarah Stanger, Pan Pacific Hotel Vancouver
Sharon Stephenson, John Oliver School
Philip Stephenson, Uniglobe Travel (International) Inc.
Nancy Stibbard, Capilano Suspension Bridge
Wendy Swedlove, ISTC, Tourism Canada
Jack Swoboda, Sheraton Landmark Hotel
Ozzie Sylvester, MAETT, Private Training Institutions
Stephen Taylor, National Centre for Studies in Travel and Tourism Pty (Australia)
Peter Teasdale, Hudson's Bay Company
Peter Testemale, Open Learning Agency
Roberta Thibault, Ramada Renaissance (Local 40)
Jan Thomas, Heritage Society of British Columbia
Doug Thompson, Ivation Data Systems Inc. (Ottawa)
Vicki Tindall, British Columbia Bed and Breakfast Association
Frank Tanaka, Employment and Immigration Canada

Dal Towne, Conventions Unlimited
Glen Trechko, Chilliwack School District
Susan Urie, Nationwide Travel Training College
Paul Vallee, Tourism Vancouver
Clasina Van Bemmell, Vancouver Trolley Company
Martin Van Keken, International Special Events Society of BC
Hubert Vrolyck, T.I.P.S. Career College
Glen Wall, Ministry of Education
Larry Warren, Employment and Immigration Canada
Sylvia Waterer, Ministry of Tourism and Ministry Responsible for Culture
Roger Wheelock, Butchart Gardens
Steve White, Event-It Agency Inc.
Sandra White, Native Education Centre
Robert White, Trend Colleges Canada
Brian White, Capilano College
Peter Williams, Simon Fraser University Centre for Tourism Policy & Research
Barbara Williams, Sheraton Landmark Hotel (Local 40)
Brian Wills, Peat Marwick Stevenson & Kellog
Rhegan Wilkins, Farwest Adventures
Lisa Winbourne, Vancouver Aquarium
Robert Wong, Travel and Tourism Research Association (Canada)
Eddie Wood, Mount Seymour
Tony Wood, Serving It Right
Gene Zaporosky, Okanagan College Enterprise Centre

For their generous donation of meeting facilities, special thanks to:

The Coast Plaza at Stanley Park
Holiday Inn, Vancouver Centre
Hotel Georgia
Hotel, Restaurant & Culinary Employees & Bartenders Union (Local 40)
Hotel Vancouver
Hyatt Regency Vancouver
Pacific Pallisades Hotel
Tourism Training Institute
Waterfront Centre Hotel

Special thanks to the following for the photography:

Vancouver Aquarium (Jeff Vinnick)
First Image Photography
Vancouver Community College
Pacific Rim Institute of Tourism
Ministry of Tourism
Native Heritage Centre
Open Learning Agency
Arts and Business Council, Chemainus Valley
Hotel, Restaurant & Culinary Employees & Bartenders Union (Local 40)
Karo Design Resources

This publication was designed by:
MacGillivray Phillips Associates ~ Communication Design Inc.

A Framework for Action

Glossary of Terms

The following are working definitions of some terms used in the Framework.

HUMAN RESOURCE DEVELOPMENT

This Framework addresses two perspectives of the term, Human Resource Development (HRD). From an employer viewpoint, HRD implies policies and procedures for recruiting, training and motivating/retaining employees. From a broader societal perspective, a description borrowed from the BC Human Resource Development Project (***Project Update,*** Nov. 1991) also applies: ... a comprehensive and coordinated strategy for the education, training, retraining and learning (the development) of the people of British Columbia (our human resources).

EDUCATION AND TRAINING

Education and training are two terms, much-debated and unresolved among educators and industry practitioners. A succinct and useful description is provided in an article by David V. Pavesic in ***Hospitality & Tourism Educator*** (Vol 3, No 2, 38, 1991): The two approaches are not mutually exclusive ... Education is not job specific. It is the process of teaching concepts, principles and critical reasoning. Training is the process of mastering job-related skills and knowledge.

INDUSTRY OCCUPATIONAL STANDARDS

Standards written for an occupation detail the skills, depth of knowledge and attitudes necessary to perform efficiently and professionally within the tourism industry. (Alberta Tourism Education Council, ***Standards and Certification Initiative***, 1991)

CERTIFICATION

Certification is industry recognition of those people who have reached a specific level of competency and professionalism in their chosen occupation. (ibid., 1991)

TOURISM-RELATED INDUSTRIES

Accommodation, Transportation, Food and Beverage, Adventure Tourism and Outdoor Recreation, Travel Trade, Events and Conferences, Tourism Support Services are called "tourism-related" industries in the Framework since part of their services are offered to tourists (non-local demand) and part to local residents (non-tourism or local demand).

Because we do not know exactly how much the activity in each of these industries is due to tourism, and how much to local demand, we use the term "tourism-related industries" and not "tourism industries." All employment figures in the Framework are for tourism-related industries.

CANADIAN LABOUR FORCE DEVELOPMENT BOARD

The Canadian Labour Force Development Board (CLFDB) was initiated through national task force recommendations made by business and labour to the Minister of Employment and Immigration in 1990. The Board became operational in July, 1991.

In the future, CLFDB will challenge labour market partners in British Columbia and across Canada to jointly take on the task of upgrading the skills of the labour force by developing local boards. Decision-making on training will be shifted to the local level where needs can best be identified through local non-government input. (Canadian Labour Force Development Board, **News Release,** December 13, 1991)

A Note About References

Selected bibliographic references are included in each of the Appendices to this Framework document, prepared under separate cover.